

Public Service Commission

Annual Report 2016/17

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A message from the Public Service Commissioner

It is my pleasure to present the Public Service Commission's 2016/17 annual report. This report includes information on the organizational structure of the PSC, our departmental expenditure report, and a report on the staffing levels and staffing activity across the Yukon government as of March 31, 2017.

Some achievements of note for the PSC in 2016/17 include:

- Successful negotiation and implementation of the new, three-year Collective Agreement with the Yukon Employees' Union / Public Service Alliance of Canada. The new agreement is in effect from January 2016 to December 2018.
- PSC managed the biennial corporate employee engagement survey. Across the organization most departments saw an increase in engagement results compared to the previous survey in 2013. The results indicated that the work being undertaken within departments to improve the workplace experience for employees is paying off. There is a lot to celebrate in these positive results and of course there is always work to be done across the organization to improve our work environments.
- We continue to pilot several projects as part of a larger review of the delivery of human resource services across the organization under the HR Sustainability Initiative. Work continues with the automation of some high volume human resource functions including the substantial completion of the move to an automated online leave tracking system.
- The Yukon government was once again recognized as a Top 100 Employer in Canada for 2017. This was the fourth time that we have received this recognition. We were also recognized for the second time as being a Top Family Friendly Employer and a Top Employer for Canadians Over 40.
- In June 2016, PSC organized a three-day Innovation Conference. Nearly 200 employees attended a rich program of plenary, workshop, and group exercise sessions covering a wide range of innovation topics. Several projects were sparked by the conference, including ongoing sharing and celebrating of the innovative work that's already happening throughout the organization.

On a personal note, I arrived at the Public Service Commission in December 2016, and I would like to sincerely thank all of my PSC colleagues and the entire HR community for all of your support and expertise as I have gotten up to speed on the many HR-related projects, programs and issues that are critical for the effective functioning of our organization.

Thomas Ulyett
a/Public Service Commissioner

About the Public Service Commission

Our Mission:

Together with our clients, we provide effective and timely services and explore innovative human resource solutions leading to public service excellence.

Our Vision:

Promoting and modeling excellent human resource practices.

Our Values:

Integrity, accountability, respect and unity in purpose.

Who We Are

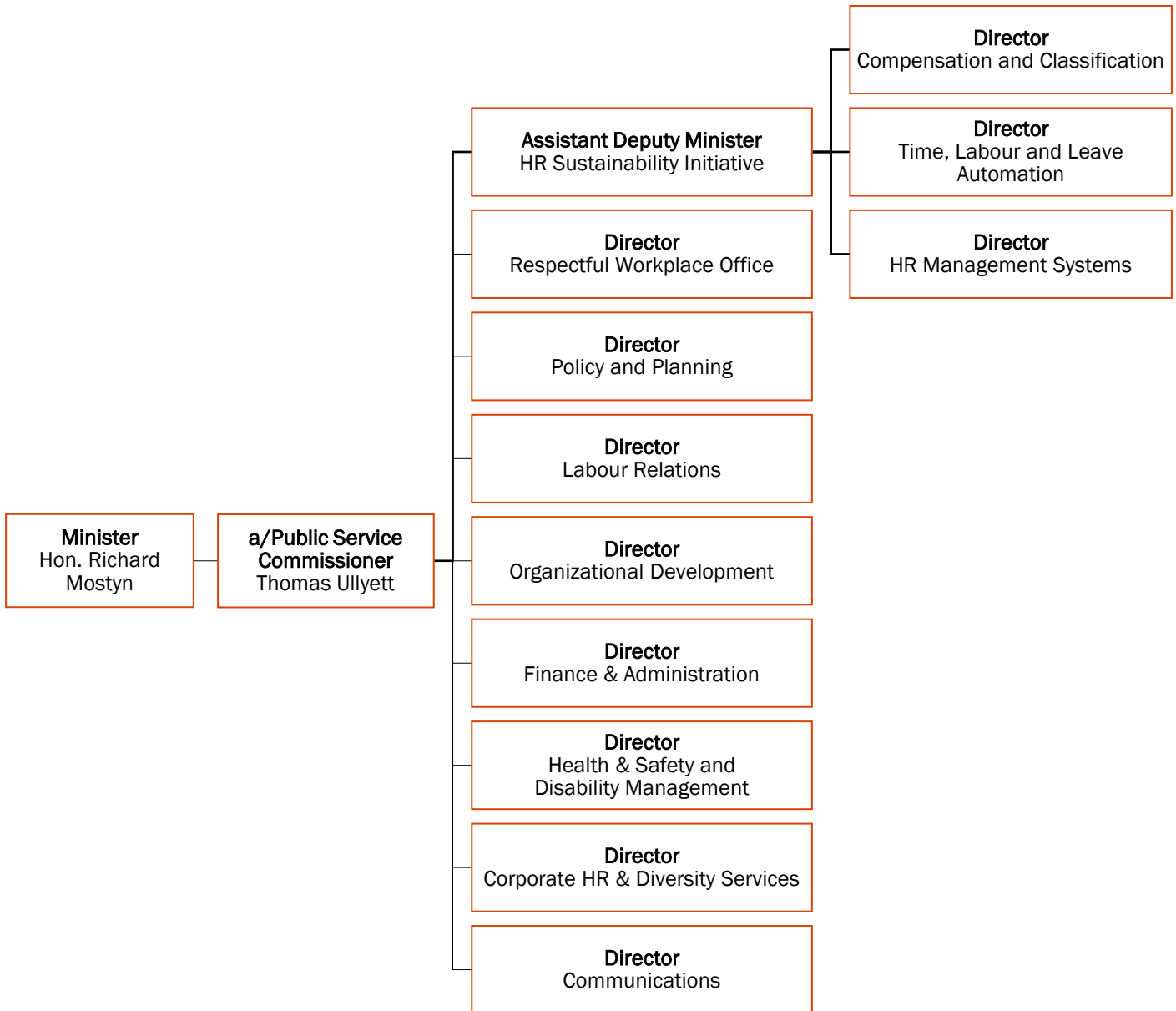
The Public Service Commission (PSC) represents the Yukon government as employer and provides human resource advice and related support services to other Yukon government departments and employees. We establish and maintain human resource policies and legislation and act as the employer on behalf of the government.

Under the *Public Service Act*, the Public Service Commission has authority and responsibility to develop, maintain, administer and supervise a qualified and efficient public service. This includes collective bargaining, classification of positions, pay and allowance, appointments, transfers, suspension and dismissal, political leave, lay-offs and contracts of employment.

The Act allows the PSC to delegate authority to departments through an Appointment Delegation Accountability Agreement. In practice, most Yukon government appointments (hires) are carried out by departments under the authority of delegation agreements.

Organizational Chart

The chart reflects the organizational structure of the Public Service Commission as of March 31, 2017.



The Public Service Commission directors are also members of the Human Resource Management Advisory Committee (HRMAC). HRMAC includes human resource directors and managers in all Yukon government departments and crown corporations.

Public Service Commission Branches

HR Sustainability Initiative Division

Compensation & Classification

The branch provides professional and integrated classification, compensation, and pay and benefit administration services to support fair, equitable and consistent compensation for Yukon public service employees. The branch also administers the terms and conditions of employment for management employees.

Human Resource Management Systems

The branch maintains and provides support for corporate Human Resources Management Systems (HRMS) which help the government appropriately manage and access human resources data and information. While this is primarily accomplished utilizing well-known, trusted industry applications (PeopleSoft), the branch also adds and develops additional components to help meet clients' needs.

Time, Labour and Leave Automation

The Time, Labour and Leave (TLL) project is responsible for developing a system to automate timesheets and leave requests for all Yukon government employees. The TLL system will make it easier to keep leave information current and accurate, decrease the amount of transactional data entry, and free up time for other HR activities.

Finance and Administration

The branch provides financial and administrative services to the Public Service Commission including budget management, space planning, records management, privacy management, systems support and access to information requests. The branch supports the office of the Public Service Commissioner, and also administers two corporate programs: the Employee Leave and Termination Benefits Account; and payments to the Workers' Compensation Health and Safety Board.

Corporate Human Resources & Diversity Services

The branch provides corporate recruitment and staffing support for all Yukon government departments, including but not limited to E-recruitment, the government's electronic job application and management system. The branch provides direct human resources support within the Public Service Commission, delivery of American Sign Language interpretation service for Yukon's Deaf community, and facilitates the GradCorps internship program for recent Yukon graduates. The branch is also responsible for planning, supporting implementation of and reporting on the *Final Agreement – Representative Public Service Plan*, and provides information, services, and programs to increase the representation of persons with disabilities in the public service.

Labour Relations

The branch represents the government as employer in collective bargaining with the Yukon Employees' Union and the Yukon Teachers' Association, administers grievance and appeals procedures, and assists employees and departments in interpreting our collective agreements and other terms and conditions of employment. The branch also coordinates the annual Long Service Awards on behalf of all departments.

Policy and Planning

The branch develops and maintains corporate human resource policies, facilitates strategic human resource planning for the Public Service Commission, and provides ministerial support before, during and after sittings of the Yukon Legislative Assembly.

Communications and Engagement

The branch supports the overall presentation and promotion of corporate human resource policies, programs and initiatives to audiences both within and outside the Yukon government. It also supports an Employee Wellness program, coordinates and administers the biennial YG employee engagement survey, and coordinates the Premier's Award of Excellence program. In 2016 the Premier's Award event, which was historically held in the fall, was rescheduled to coincide with national Public Service Week which is recognized annually, in June.

Organizational Development

The branch supports an effective public service by offering training and development opportunities for employees. The branch works to ensure the organization is a healthy and desirable place to work and the public service is effective through leadership development and talent management initiatives. Organizational Development professionals provide advice and support to senior leaders, departments and branches on change management, organizational design and human systems and strategy.

Respectful Workplace Office

The branch assesses concerns about disrespectful conduct in the workplace and determines and manages the appropriate process(es) to help address those concerns through the implementation of the corporate Respectful Workplace Policy (GAM 3.47). Using a collaborative approach to help resolve conflict and address disrespectful workplace behavior, the branch provides training and education, coaching, mediation and facilitated discussions, work group conflict assessment, and group facilitation.

Health, Safety & Disability Management

The branch provides corporate leadership on disability management and corporate health and safety. It also coordinates the Employee and Family Assistance and Critical Incident Stress Management programs. The Disability Management Unit works with departments and employees to address medical

2016/17 Year-end Expenditure Report

Public Service Commission: Expenses for the fiscal year ending March 31, 2017, showing comparison to 2016.

Expenses	2016/17	2015/16 restated	Increase (Decrease)
Operations and maintenance			
Finance and administration	1,030,642	1,061,605	-30,963
Corporate Human Resources & Diversity Services	2,765,897	2,331,474	434,423
Compensation and Classification	2,494,691	2,271,214	223,477
Labour Relations	1,399,638	1,454,843	-55,205
Workers' Compensation Fund	5,068,571	5,279,560	-210,989
Human Resource Management Systems	818,505	920,848	-102,343
Policy, Planning and Communications	884,976	780,059	104,917
Employee Future Benefits	23,166,516	23,434,740	-268,224
Organizational Development	2,181,639	2,178,370	3,269
Respectful Workplace office	831,185	748,563	82,622
Health, Safety and Disability Management	2,134,099	2,194,849	-60,750
	<u>\$42,776,359</u>	<u>\$42,656,125</u>	<u>\$120,234</u>
Capital			
Finance and Administration	659,150	890,273	-231,123
Corporate Human Resource Staffing	1,698	17,000	-15,302
Health, Safety and Disability Management	19,473	9,839	9,634
Organizational Development	-	5,129	-5,129
	<u>\$680,321</u>	<u>\$922,241</u>	<u>-\$241,920</u>
Less acquisition of tangible capital assets	352,014	679,000	326,986
	<u>328,307</u>	<u>243,241</u>	<u>-85,066</u>
Amortization Expenses	57,726	169,714	111,988
	<u>57,726</u>	<u>169,714</u>	<u>111,988</u>
Total PSC Expenses	\$43,162,392	\$43,069,080	-\$93,312

Source: Government of Yukon, Comparative Schedule of Expenses (Schedule 3) for year ended March 31, 2017.

http://www.finance.gov.yk.ca/pdf/public_accounts/2016-17Pub_S3.pdf

Employee numbers

Number of employees and FTEs

Number of employees and FTEs (calculated as full-time equivalents) as of March 31, 2017¹

Department	Number of Employees (on March 31, 2017)	Full-time equivalents ² (1st quarter 2017)
Community Services	363	256.4
Economic Development	49	44.2
Education	1,231	1170
Energy, Mines and Resources, and YDC	309	260.7
Environment	264	195.4
Executive Council Office	99	83.6
Finance	87	75
French Language Services Dir.	20	18.2
Highways and Public Works	882	746.2
Health and Social Services	1,442	1077.1
Justice	326	286.1
Legislative Assembly & Elections	11	10.3
Public Service Commission	117	99.6
Tourism & Culture	164	92.5
Worker's Compensation Health and Safety	87	78.7
Women's Directorate	9	7.4
Yukon Housing Corp	72	65.6
Yukon Liquor and Yukon Lotteries	86	66.6
Sum of Department Counts	5,618	4,634.1
YG Total: unique employees	5,572	

¹ Number of FTEs does not include Judges, Elected Members, Employees in the HeadStart Program, Order-in-Council appointees, Justices of Peace, Co-Op Students, Student Hires, Substitute Teachers, MLA & JD Pensioners, employees on leave without pay (LWOP) for 2 years or more.

² Full-time equivalents (FTE) counts hours worked, not employees or jobs. It is a measure of the workforce that takes part-time employees into account. FTEs are determined by dividing working hours (excluding overtime) for all employees by standard full-time hours. The FTE count includes all employees who are actively working or on paid leave. FTEs are counted as full-time equivalents on a quarterly basis.

Staffing activity

All recruitment to the Yukon public service is based on merit, which the *Public Service Act* defines as: “The knowledge, abilities, and suitability of a person in relation to the requirements for a position or for employment as a casual, as the case may be.”

There are multiple options departments may use when recruiting for Yukon public service positions, including:

- competitions
- eligibility list hires (from an established list on prior competitions)
- job experience programs (include STEP, GradCorps, Y2C2)
- direct hires (for short-term casuals, auxiliary on-calls, new seasonal auxiliary hires and recalls, and reinforcement workers)
- exemptions
- transfers

Staffing activity by type

A staffing action is any activity associated with filling a vacant position³. For example, it could be a competitive process for hiring a new full time permanent employee, or the appointment of a casual employee to provide temporary assistance for up to 6 months, or the recall of an auxiliary seasonal employee.

	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013
Competitions ⁴	914	735	800	837	788
Exemptions	144	136	92	110	96
Direct Hires ⁵	1268	1,175	1048	1208	907
Extensions ⁶	426	441	403	450	368
Transfers	29	35	20	3	5
Temporary Assignments ⁷	454				
Total Staffing Actions	3235	2515	2363	2608	2164

³ Does not include teachers

⁴ Competitions include Regular hires, and hires from the Centralized Recruitment Registries and Eligibility Lists.

⁵ Direct Hires Includes: Casuals, Auxiliary On-Calls, Seasonal Auxiliary New Hires/Recalls, Job Experience, and Reinforcement Workers.

⁶ Extensions Includes: Casuals, Seasonal Auxiliaries, and Terms.

⁷ Due to changes in the E-recruitment system, temporary assignments has been added as a reported category for the first time in 2016/17.

Staffing activity by department

Department	Competitions	Exemptions	Direct Hires	Extensions	Transfers	Temporary Assignments	Total
Community Services	70	6	152	54	0	50	332
Economic Development	13	2	9	7	0	9	40
Education	47	12	47	29	0	29	164
Energy, Mines & Resources/YDC	62	2	59	16	0	32	171
Environment	46	2	149	62	0	29	288
Executive Council Office ⁸	31	5	41	21	0	30	128
Finance	15	1	8	8	1	13	46
Health & Social Services	380	33	320	62	15	95	905
Highways & Public Works	103	58	263	83	9	67	583
Justice	71	4	55	29	3	17	179
Legislative Assembly/Elections/Ombudsman	1	0	1	0	0	0	2
Public Service Commission	22	6	9	9	0	25	71
Tourism & Culture	16	0	103	28	0	11	158
YWCHSB	9	5	7	6	1	22	50
Yukon Housing	10	2	9	2	0	7	30
Yukon Liquor and Lotteries Yukon	15	6	36	10	0	18	85
All Yukon Government (CRC ⁹)	3	0	0	0	0	0	3
Total	914	144	1268	426	29	454	3235

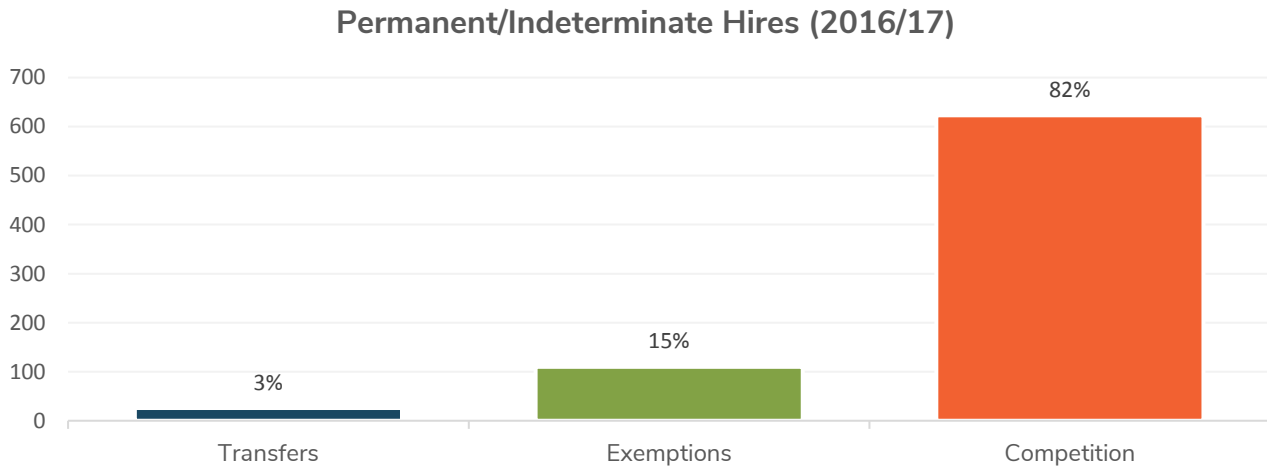
⁸ Executive Council Office includes: French Language Services Directorate and Women's Directorate

⁹ Centralized Recruitment and Certification

Staffing activity for Permanent and Term Hires/Temporary Appointments

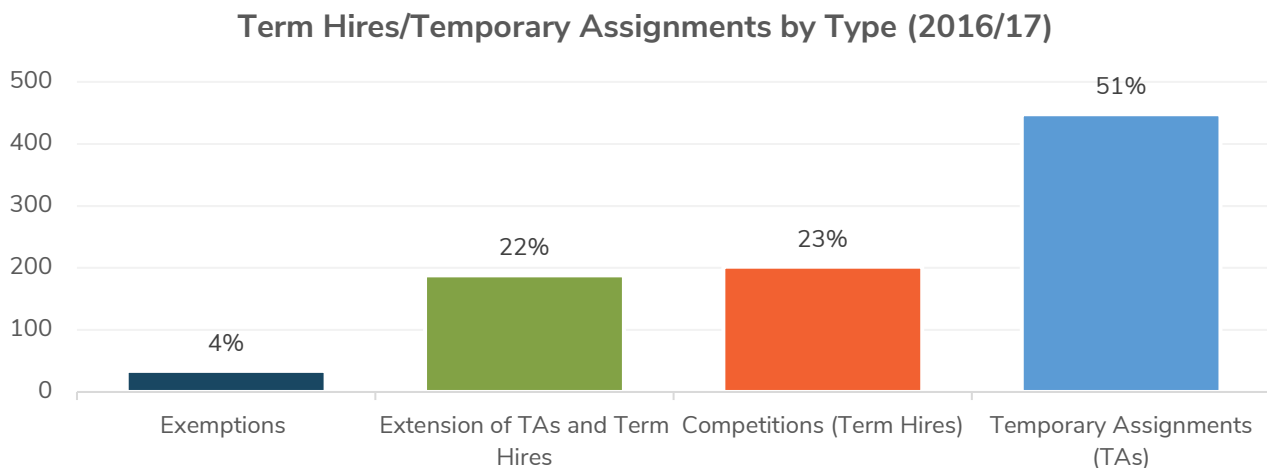
Permanent/Indeterminate Hires¹⁰

A permanent/indeterminate is a position with no specified end date.



Term Hires/Temporary Appointments

Term/temporary positions are for six months or longer and have a specific end date. They are used to fill positions for short-term projects or where there is temporary funding; and to backfill behind employees who are on long-term leave (e.g. medical, maternity/paternity, etc.); or on temporary assignments both within and outside YG.



¹⁰ In accordance with Article 46 of the Collective Agreement with the Yukon Employee's Union: "Vacancies in the bargaining unit for regular indeterminate or regular term positions will be posted except for exemptions and transfers."

Exemptions

An exemption is when a person is appointed to an indeterminate or term position without competition. All departmental staffing exemption requests must be submitted to the Public Service Commission, Corporate Human Resource Staffing unit for review and approval.

Exemptions may be considered if they are:

- Under the Employment Equity Policy (Aboriginal, Yukon First Nations, or persons with Disabilities);
- For a workplace accommodation or reintegration;
- Part of a negotiated agreement (e.g. union settlement); or
- Regular: where a department can rationalize it is in the best interest of the public service (e.g. hard-to-fill or unique positions, support of YG's talent management/leadership development initiatives, transfer of knowledge and specialized skills, etc.).

The Public Service Commission considers factors such as existing employment trends, provisions of reasonable access to opportunities for appointment for employees and the public, and the needs of individual employees who have priority entitlement (e.g. layoff, accommodation, etc.).

Exemption Types

Exemption Type	2016/2017	2015/2016	2014/2015	2013/2014
Regular Exemption	86	82	48	48
Employment Equity	30	26	24	34
Workplace Accommodation	7	12	8	17
Other ¹¹	21	16	12	11
Total	144	136	92	110

All 'regular' exemptions into bargaining unit positions are posted on the YG's internal employment website, and are subject to appeal (Article 46 of the Collective Agreement).

With few exceptions, most exemptions into non-bargaining unit positions, including management, confidential exclusion and legal positions, are posted on the YG's internal employment website. These exemptions are not subject to appeal. Exemptions that fall under the Employment Equity Policy, support a workplace accommodation, or are part of a negotiated agreement/legal requirement are not posted.

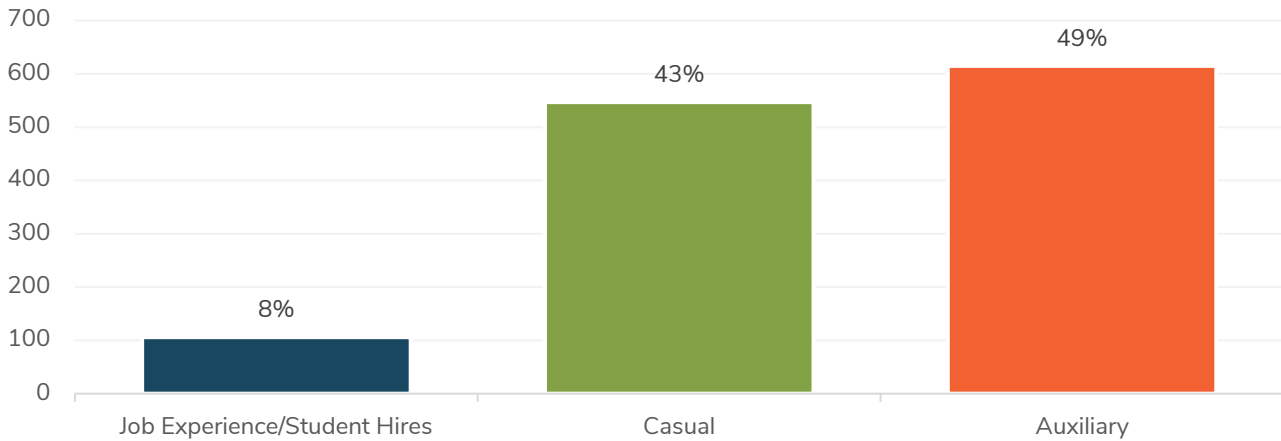
YG has "Exemption from Competition Guidelines" that outlines the principles, context, criteria and process when considering an exemption (Exemption Guidelines). In 2016/17 there were 144 exemption requests submitted - 86 were posted.

¹¹ Other includes: Legal and quasi-legal decisions and agreements (Priority Layoff, Union Agreements, Arbitration, Human Rights, etc.)

Direct Hires

In 2016/17, there were **1,268 direct hire staffing actions submitted**. Direct hires include casuals, auxiliaries and job experience/student hires. Most direct hires (70 per cent) were for entry-level positions (02-10 level).

Direct Hires by Type (2016/17)



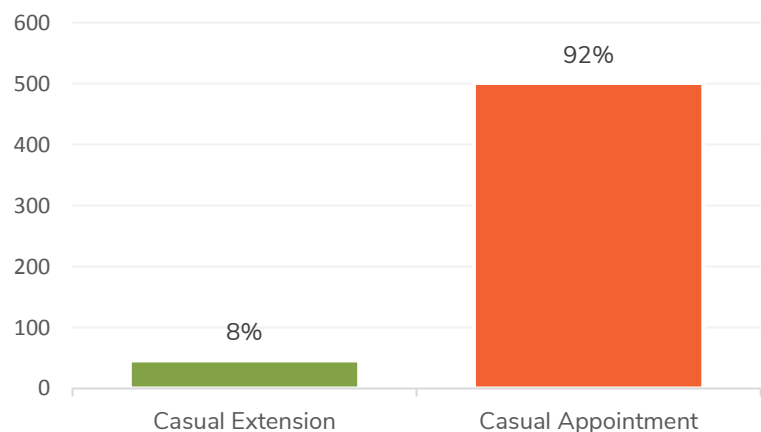
Casuals

Casuals can be appointed to a maximum period of six months less a day. If the initial hire is for less than six months, the assignment can be extended up to the six months less a day period (casual extension). In exceptional circumstances, with the approval of the PSC, a casual assignment may be extended a further six months (2nd casual hire).

Departments can directly appoint an individual into a casual position to provide temporary assistance with seasonal work, help with special programs and projects, or to backfill behind an employee who is on leave. Casuals are also used to hire “auxiliary seasonal” staff during their off-time.

Often individuals are appointed into different casual positions throughout the year either within the same department or with another department. This may be due to the individual’s availability or interest in temporary work only.

Casual by Type (2016/17)



43 per cent (547) of all direct hire staffing actions were for casual appointments. Most were for common positions within YG, such as administrative positions, corrections officers, labourers, heavy equipment operators, geological field assistants, fire crewmembers, liquor store/warehouse personnel, home attendants and other health related positions, parks personnel, etc.

Auxiliary

An auxiliary is an employee who normally has one or more work assignments each year determined by the call of the Employer

There are three types of auxiliary positions in the Yukon government:

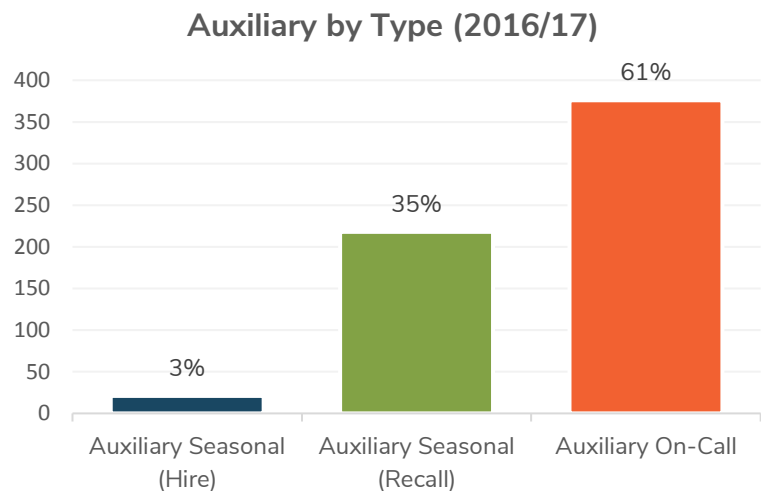
- On-Call
- Seasonal
- Reinforcement

Departments can directly appoint an individual into an auxiliary on-call or auxiliary seasonal position.

Auxiliary reinforcement workers are hired through a competitive process only¹².

17 per cent of all direct hire staffing actions were auxiliary seasonal recalls. These include: fire crew staff, groundskeepers, heavy equipment operators, labourers, park positions, and visitor information centre staff.

The Collective Agreement and Superannuation Act stipulates that an auxiliary seasonal employee must receive a written notice of recall from the employer.



¹² In accordance with Letter of Understanding “R” – Pilot Program – Full-Time Reinforcements with Yukon Employee’s Union, “Staffing of Reinforcement positions shall be by competition, initially limited to the existing pool of auxiliary on call employees....”.